

Installations

Planning Guide for Installation Housing Operations During Mobilization

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SUMMARY of CHANGE

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Planning Guide for Installation Housing Operations During Mobilization

Installations

Planning Guide for Installation Housing Operations During Mobilization

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History. This UPDATE printing publishes a new Army pamphlet. This publication has been reorganized to make it compatible with the Army electronic

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Summary. This pamphlet provides guidance for Army Installation Housing Operations during mobilization. The intent of this publication is to provide guidance, which will enable Army installation housing organizations to plan for, and participate effectively, during mobilization.

Applicability. This pamphlet applies to the Active Army, the Army National Guard and the U.S. Army Reserve when federalized under mobilization conditions.

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Contents (Listed by paragraph and page number)

Chapter 1

Introduction, *page 1*

Purpose • 1-1, *page 1*

Background • 1-2, *page 1*

Concept • 1-3, *page 1*

Definitions • 1-4, *page 1*

Chapter 2

Command Relationships, *page 3*

RC mobilization structure • 2-1, *page 3*

Installation mobilization relationships • 2-2, *page 4*

Roles of the MACOMS • 2-3, *page 4*

Chapter 3

Housing Mobilization Planning, *page 5*

Guidance • 3-1, *page 5*

Procedures • 3-2, *page 5*

Installation mobilization and deployment plans • 3-3, *page 7*

Contents—Continued

Chapter 4

Preparation of the Housing Annex, *page 7*

Administrative requirements and instructions • 4-1, *page 7*

Other special requirements • 4-2, *page 8*

NIF for mobilization • 4-3, *page 9*

List of participating agencies • 4-4, *page 9*

Appendix A. References, *page 10*

Figure List

Figure 4-1: Sample outline for a housing annex format, *page 8*

Glossary

Chapter 1 Introduction

1-1. Purpose

This pamphlet provides the housing manager at installation and higher levels with necessary information, which will enable Army housing organizations to plan for and participate effectively during mobilization. This manual describes housing policies within Department of the Army (DA) during periods of imminent emergency, declared emergency or mobilization. Procedures outlined herein clarify or supplement those housing policies and responsibilities assigned by AR 210-50. It provides the housing manager with the necessary information to effectively plan and implement mobilization.

1-2. Background

In May 1981, the Deputy Chief of Staff for Personnel (DCSPER), Headquarters, Department of the Army (HQDA) approved a decentralized personnel management concept for inclusion in the Army Mobilization and Operations Planning System (AMOPS.) This concept has impact on active duty personnel and their families and affects demand and utilization of housing assets. The concept includes:

- a. Implementation of 'stop movement' actions to stabilize the force.
- b. Delegation of distribution authority to the lowest levels with CONUSA and MACOM becoming primary managers in the distribution of personnel assets.
- c. Implementation of the management by exception principle throughout the hierarchy in which higher headquarters deal with only those problems that cannot be resolved at a lower level.
- d. Replacement of a peacetime, by name, assignment system, with bulk military personnel levy procedures.
- e. Initiation of wartime priorities.

1-3. Concept

a. Mobilization occurs in response to an operational contingency or National Emergency. A mobilization may be classified selective, partial, full, or total depending on the level of military buildup required to meet specific circumstances.

b. Under mobilization the overall housing objective-to adequately house soldiers, with or without family members, remains unchanged. Housing management, its policies, programs, and procedures will be the same as described in AR 210-50. Each installation will have unique mobilization mission requirements and arrangement of on- and off-post housing resources available. Each installation will have to plan for and execute its individualized mobilization housing mission.

c. AR 210-50 policies regarding assignment, termination or reporting family quarters remain in effect unless specifically modified by official policy.

d. Government-controlled housing during periods of mobilization will include units in the installation inventory, and temporary or permanent units acquired through-

- (1) The Department of Health and Human Services (DHHS).
- (2) The Federal Emergency Management Agency (FEMA), or their counterpart organization within each state.
- (3) The Department of Housing and Urban Development (HUD).
- (4) Leased housing obtained through any program where the Government, rather than the soldiers, is responsible for lease payments.
- (5) The use of non-industrial facilities (NIF). A large number of civilian facilities are available throughout the United States to help meet facility requirements for mobilization. These include hotels, motels, restaurants, and warehouses. AR 500-10 is the governing document for attaining predesignation of NIF. Forces Command (FORSCOM) is the executive agent for the NIF program. For details see paragraph 4-3.

1-4. Definitions

a. Within a mobilization environment there must be an understanding of distinctions between various terms. Definitions of some key terms are provided below. Additional acronyms, abbreviations and mobilization terms are outlined in DA Pamphlet 600-41.

- (1) *Crossleveling.*
 - (a) *Personnel.* Reallocation or reassignment of personnel at an installation to include movement between MACOM units on the installation as directed by the installation Commander.
 - (b) *Equipment.* The transfer of equipment when the losing unit does not fall below C-3 status for equipment on hand.
- (2) *Distribution.* Assignments or transfers of personnel and/or equipment between MACOM, directed by wholesale agencies, e.g. Total Army Personnel Command (PERSCOM).
- (3) *Redistribution.* Assignments or transfers of personnel and/or equipment between installations directed by intermediate or MACOM headquarters.

(4) *Mission capable*. Unit attainment of sufficient resources (personnel, equipment, and training) to meet minimum mission requirements.

(5) *Critical shortage*. Shortages identified by the installation commander which must be filled in order for the unit to be mission capable.

(6) *Drawdown*. Reassignment or transfer of personnel or equipment from a unit which reduces it below a mission capable level.

(7) *M-Day*. The day on which any level of mobilization (except 200K call up) is to begin. Reserve Component (RC) units are alerted and, dependent upon M-Day, mobilized.

(8) *National emergency*. A declaration by the President or the Congress which authorizes certain emergency actions to be undertaken in the national interest. Actions to be taken may include partial, full or total mobilization of national resources.

(9) *C-Day*. The unnamed day on which a deployment operation commences, or is to commence. The deployment may be movement of troops, cargo, weapons systems, or a combination of these elements utilizing any or all types of transport.

(10) *D-Day*. The day on which an operation commences or is due to commence. This may be the commencement of hostilities or any other operation.

(11) *General war*. Armed conflict between major powers in which the total resources of the belligerents are employed, and the national survival of a major belligerent is in jeopardy.

(12) *Limited war*. Armed conflict short of general war, exclusive of incidents involving the overt engagement of the military forces of two or more nations.

b. There are a number of categories of personnel that are or become available upon mobilization.

(1) *Active Component (AC) personnel*. All personnel assigned to an installation are considered as available assets for cross-leveling except as noted below.

(a) *Trainee, transient, holdee, student (TTHS) account*. The TTHS account is the only source of personnel directly managed by PERSCOM for mobilization and war planning. The account is used to provide theater filler and casualty replacement personnel in support of an operations plan (OPLAN). The account during peacetime contains approximately 100,000 personnel on any given day. However, the number planned for and the number actually available for support of an OPLAN is substantially reduced based on the fully trained portions of the account made available by AMOPS Volume 111, chapter 5, and the Office of the Deputy Chief of Staff, Personnel (ODSCPER) Decision Definition Statements. This is broadly discussed in each of the four account categories:

1 *Trainees* are all enlisted personnel attending initial entry training (IET). Personnel in this category are not available as fillers or replacements until after graduation from their military occupational specialty (MOS) producing course.

2 *Transients* are all personnel enroute to a PCS assignment. Per AMOPS 111, the only portion of this category used for fillers or replacements is personnel enroute from CONUS to overseas. These personnel become available immediately after initiation of stop movement (see para 1-3b) by DA, DCSPER which allows them to be diverted to a theater of operations. This is planned to occur on M-Day. Personnel enroute to a continental United States (CONUS) assignment are directed to immediately continue enroute to that assignment and are not available for use as theater fillers or replacements.

3 *Holdees* are active duty personnel dropped from the assigned strength of a unit and attached to holding activity because of medical, disciplinary or pre-separation nonavailability. Medical and disciplinary holdees become available only after being appropriately released from patient or prisoner status and reported to PERSCOM. Pre-separation holdees become available upon declaration of stoploss.

4 *Students* are all permanent change of station (PCS) and temporary duty (TDY) enroute students in officer and enlisted professional development courses, skill qualification courses, and civil schooling, and commissioned officers attending an Officer Basic Course. Personnel are available for use as fillers and replacements upon graduation or termination of the course as outlined in AMOPS Volume 111, chapter 5. Warrant and commissioned officers in initial entry training become available upon successful completion of the course. Officer candidates, Reserve Officer Training Corps, (ROTC) and U.S. Military Academy (USMA) Cadets are not available until after branch qualification.

(b) *Specialty Branch Officers*: The Judge Advocate General (JAG) and Chaplain Corps commissioned and warrant officers fall under a system where cross-leveling, redistribution, and distribution will be controlled by JAG and Chief of Chaplain's channels. Army Medical Department (AMEDD) commissioned and warrant officers fall under a modified decentralized system during mobilization. AMEDD officer distribution will be centrally managed by the Office of the Surgeon General (OTSG) through PERSCOM. However, for the inter-installation movement of AMEDD personnel assets within the same MACOM, the MACOM or its intermediate headquarters (i.e., CONUSA) will be the controlling authority for redistribution of its AMEDD personnel. The installation commander will be the authority for cross-leveling of AMEDD personnel assets within a MACOM at the installation level during mobilization in accordance with chapter 2 of this document. The Director of Health Services (DHS) acts in the capacity of special Staff advisor to the installation commander concerning matters pertaining to cross-leveling of medical assets. For the most part, the DHS will manage these assets only by exception where his/her expertise is needed in making decisions on critically short skills or skill substitution.

(c) *Other*. There are limitations and restrictions on management and cross-leveling of specific type personnel and type units which are outlined in AMOPS and subordinate directives.

(2) *Selected reserves*.

(a) *RC members*. Personnel assigned to RC units that are mobilized or federalized. They are mobilization station assets available for cross-leveling.

(b) *Individual mobilization augmentees (IMA)*. Individual members of the Selected Reserve who are pre-selected, trained, and assigned to occupy authorized active Army mobilization tables of organization and equipment (TOE) and tables of distribution and allowances (JDA) positions upon mobilization.

(3) *Individual Ready Reserve (IRR)*. Members of the Ready Reserve who are not assigned to units of the Selected Reserve. IRR are mobilized to report to installations for use as fillers, cadre, and replacements for the CONUS base and deploying units.

(4) *IRR RT-12*. Personnel in the IRR who were released, within the past 12 months, from active duty or duty with a RC unit. These personnel are considered trained and are available to deploy immediately as fillers or casualty replacements.

(5) *Retirees*. Retired regular and RC officers, warrant officers, and enlisted personnel. Qualified retirees with 20 years or more active service are issued preassignment orders and may be recalled involuntarily by the Secretary of the Army at any time in the interest of national defense. Other retired reservists may be recalled involuntarily only in the event of congressional declaration of war or national emergency. Retirees are typically identified to fill mobilization TDA (MOBTDA) positions or to fill active positions to release deployable soldiers. Retirees are not preassigned to deploying units.

(6) *Standby reserve*. Officers and enlisted personnel completing their remaining service obligation in an inactive status with no statutory requirements for peacetime training. Members are not preassigned to units and must be certified by the Army Reserve Personnel Center (ARPERCEN) as being available before they can be recalled to active service.

(7) *Active Guard/Reserve (AGR)*. Guardsmen/Reservists serving in an active duty Guard/Reserve status.

(8) *Inactive National Guard (ING)*. Category established to assist in meeting mobilization manpower requirements. It provides a means for ARNG personnel to continue their military status when they are unable to participate in regular training assemblies and/or annual training. ING personnel will be mobilized with a unit.

(9) *Other*. All RC and retiree personnel are considered AC once they are mobilized or recalled.

c. Mobilization is viewed from both a national and military perspective. It is—

(1) The act of preparing for war or other emergencies by assembling and organizing national resources.

(2) The process by which all or part of the armed forces are brought to a state of readiness for war or other national emergency. This includes activating/federalizing all or part of the RC as well as assembling and organizing personnel and materiel. Mobilization of the armed forces includes the following categories—

(a) Presidential call-up of up to 200,000 selected reservists. The President may augment the active forces by a call-up of units/ individuals of the Selected Reserve up to 200,000 personnel (Note: All services, not just Army) for up to 180 days to meet the requirements of an operational mission.

(b) Selective mobilization. Expansion of the active Armed Forces resulting from action by Congress and/or the President to mobilize Selected Reserve, IRR, and the resources needed for their support to meet the requirements of a domestic emergency that is not the result of an enemy attack.

(c) Partial mobilization. Expansion of the active armed forces resulting from action by Congress or the President to mobilize Selected Reserve, Individual reservists, retired military personnel up to 1,000,000 personnel for up to 2 years and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security.

(d) Full mobilization. Expansion of the active armed forces resulting from action by Congress and the President to mobilize all RC units in the existing approved force structure, all individual reservists, retired military personnel, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security.

(e) Total mobilization. Expansion of the active armed forces resulting from action by Congress and the President to organize and/ or generate additional units or personnel beyond the existing force structure, and the resources needed for their support to meet the total requirements of a war or other national emergency involving an external threat to the national security.

Chapter 2

Command Relationships

2-1. RC mobilization structure

Although the basic command structure remains the same for the active force, there are some major adjustments and

increase in housing management workload with the mobilization of RC units which must be understood by housing managing personnel at all levels.

a. CONUSA. During peacetime the CONUSA is a FORSCOM subordinate command headquarters with command and control responsibilities for U.S. Army Reserve (USAR) units through Army Reserve Commands (ARCOM) and General Officer Commands (GOCOM). They are responsible for mobilization planning conducted by mobilization stations (MS) and for coordination/liaison with State Adjutant Generals for training supervision of ARNG units within their geographic areas. The CONUSA assumes command of State Area Commands (STARC) upon their federalization and exercises operational control (OPCON) over installations for mobilization execution as pertains to FORSCOM/MACON missions. A major change upon mobilization is that installation requirements reported to FORSCOM during peacetime will be reported to the appropriate CONUSA in a mobilization situation. Refer to CINC4 OPLAN 7040, Land Defense of CONUS (LDC) and CINC4 OPLAN 7045, Military Support to Civilian Defense (MSCD), for information regarding FORSCOM's wartime roles.

b. USAR units. During peacetime USAR units are controlled by ARCOM or separate GOCOM. The separate GOCOM normally report to a major U.S. Army Reserve Command (MUSARC) or ARCOM. MUSARC report to the CONUSA which in turn report to FORSCOM. Upon mobilization, USAR units command lines are as follows—

(1) *FORSCOM units.* FORSCOM units remain under the CONUSA/MUSARC chain from their effective mobilization date until their arrival at the MS. Upon arrival at the MS, command passes to the installation except for designated Quick Fix units on the U.S. Army Material Command (AMC) activities or when specifically exempted by host-tenant relationship.

(2) Units scheduled for assignment to other MACOM. CONUSA will transfer units to designated MACOM on the unit's M-Date at home station (HS) but will maintain OPCON until the unit arrives at the mobilization station/site.

c. During peacetime, and during the alert period after M-Day but before the unit M-Date, ARNG units are commanded by the State Adjutant General (AG) who reports to the State Governor. The National Guard Bureau (NGB) is the coordinating (not command) headquarters of the state programs. ARNG units, on their M-Date, come under the command of mobilized STARC and CONUSA until the units report to the MS. At that point the units come under the control of the NIS and their appropriate MACOM.

d. MS. In peacetime, the NIS plan and prepare to receive and access RC units and personnel into the active Army. This includes planning for the use of late or non-deploying units and coordinating MS Arrival Dates (MBSAD). The MS will access the RC unit into the active Army on the RC units' M-Date or as soon thereafter as coordination can be made with the unit to verify personnel data. The MS can coordinate with CONUSA to bring RC units to the installation earlier or later than planned to support necessary cross-leveling and to perform installation support functions.

2-2. Installation mobilization relationships

The installation is the base of the cross-leveling redistribution system. Although the functions and responsibilities are the same, the variety of organizations, missions, and capabilities at each of the 50 plus mobilization stations results in almost unique procedures at each post. Some of the impacts on planning and command relationships are discussed below.

a. The installation commander and his/her housing manager must be responsive to each MACOM when it has units at their post.

b. Housing managers at supporting installations must ensure that mobilization planning provides for expeditious housing management assistance and administrative support of the unit.

c. Installations, which during peacetime, have combined division/ installation staffs must be prepared to immediately function separately upon mobilization and deployment. Additional MOBTDA positions should be identified to handle the increased workload that is not offset by the mobilization of sustainment units and/or augmentees for the installation.

2-3. Roles of the MACOMS

Each DA subordinate command having mobilization responsibilities prepares supporting mobilization plans and programs which are developed in consonance with the guidance contained in DA mobilization directives and programs. In a mobilization environment, MACOMs supplement and distribute guidance from HQDA. In carrying out its housing management responsibility, a MACOM works under a 'management by exception' philosophy, allowing the installation to accomplish its housing function and dealing only with those problems which cannot be handled at the lowest level.

a. FORSCOM serves as the DA executive agent for mobilization of RC units. Major responsibilities center on command of USAR Troop Program Units (TPU), unit readiness, execution of mobilization directives, and deployment of both AC and RC units.

b. U.S. Army Training and Doctrine Command (TRADOC) responsibilities focus on individual training and training base expansion to include use of USAR training divisions and separate brigades, reception stations, schools, and establishment of CONUS Replacement Centers.

c. AMC responsibilities focus on development of a detailed industrial expansion plan.

d. Other MACOMs' mobilization responsibilities are in accordance with specific assigned responsibilities; i.e.,

Health Services Command (HSC) will be responsible for expansion of the health care capability and training base to meet mobilization needs. Military Traffic Management Command (MTMC) assumes the responsibility for movement of personnel who are designated as fillers and replacements from the origin to the port of embarkation (POE).

e. The NGB is the Federal instrumentality responsible for the administration of the NG. The NGB participates, with the Army and Air Force staffs, in the development and coordination of all programs pertaining to or affecting the NG. The NGB is the designated channel of communications between the Departments of the Army, Air Force, and the States, participating with and assisting the States in the organization, maintenance, and operation of NG units. The NGB does not have command authority.

f. PERSCOM, as a field operating agency (FOA) of the ODCSPER, is the Army's personnel system operator and wholesaler and is directly responsible for operations of the individual replacement system. PERSCOM, however, does not have complete director authority for total personnel operations. At present, the personnel system is characterized by a multiplicity of commands and agencies responsible for various aspects of personnel management and supported by numerous management systems. As a result PERSCOM operator responsibility becomes one of coordinating the efforts of these commands and agencies into a total personnel operation.

g. ARPERCEN, a FOA of the Office, Chief, Army Reserve (OCAR), provides personnel management and administration to TPU, IRR and IMA personnel. It also operates the USAR portion of the RC personnel ADP information reporting system and maintains retired personnel programs and records. When directed by HQDA, ARPERCEN mobilizes IRR, retired, and standby personnel.

h. Community Family Support Command (CFSC), a FOA of the ODCSPER, CFSC is responsible for the development and coordination of all community and family services throughout the Army. These include such areas as Army Community Service, Red Cross, Army Emergency Relief, family orientation, assistance and sponsorship, and morale support activities.

i. Office, Chief of Engineers (OCE) provides advice, housing support, and coordination during premobilization planning on engineer and housing matters to MACOMs and installations.

j. The AMOPS Volume III, is the planning instrument which is used by the Army to provide guidance to DA agencies and commands for the mobilization and deployment of Army forces. It provides guidance for transitioning the Army from peacetime to wartime, addresses priorities for time phased allocation of resources, discusses planning factors for forecasting or estimating requirements and availability of resources, and provides assumptions necessary for planning purposes. Housing management personnel are key players during mobilization and must be conversant with the Army mobilization process.

Chapter 3

Housing Mobilization Planning

3-1. Guidance

To provide guidance and outline the tasks for planning and programming of requirements for stationing, housing and installation expansion of force mobilization plans.

3-2. Procedures

The following tasks are assigned in accordance with the AMOPS, Volume III:

a. HQDA:

- (1) Provides stationing guidance to the MACOMs.
- (2) Approves stationing plans.
- (3) Directs restationing, if required, to overcome reported facility deficiencies.
- (4) Manages the authorization and funding of construction support.
- (5) Upon mobilization, makes the final decision to defer, suspend, or cancel previously approved and funded military construction programs, within the constraints of existing legislation, military regulations, and so forth.
- (6) Determines requirements for prisoner-of-war camps and provide guidance to FORSCOM.
- (7) Takes action to exercise Memorandums of Understanding (MOU) to recover and transfer control of former Army controlled real estate in order to support the mobilization.
- (8) Directs establishment of new installations.
- (9) Directs the activities of semi-active installations and Activities.

b. MACOMs:

- (1) Ensure that mobilization plans, Continuity of Operations Plans (COOP), and Emergency Action Procedures (EAP) are in consonance with AMOPS III.
- (2) For subordinate installations/activities—
 - (a)* Supervise installations/activity mobilization expansion planning and staffing.

- (b) Maintain records of their installations'/activities' capability to provide facilities in support of mobilization.
- (c) Ensure that requirements for activation or expansion, to include construction of additional facilities and addition of real estate required for support of mobilization, are determined and validated and are provided to HQDA annually.
- (d) Ensure installations/activities make maximum use of NIF. Provide guidance as required to ensure that installations/activities identify appropriate NIF and submit applications through FORSCOM.
- (e) Provide assistance to FORSCOM in development of mobilization stationing plan.
- (f) Provide assistance to TRADOC in development of training base expansion plans.
- c. FORSCOM:
 - (1) Develops a detailed stationing plan for mobilization. This plan should be updated and submitted annually to HQDA (DAEN-ZCI). This plan will be developed in coordination with other MACOMs in accordance with priorities and HQDA guidance. FORSCOM is authorized to plan stationing of deploying units at all installations. This plan, will include—
 - (a) Deployable TOE units.
 - (b) Base operating TDA and TOE units.
 - (c) Trainee, transient, and student loads, in coordination with other MACOMs concerned.
 - (2) Develops plans for location and size of prisoner of war camps.
- d. TRADOC:
 - (1) Develops a detailed training base expansion plan, in coordination with other MACOMs.
 - (2) Provides the updated training base expansion plan to FORSCOM for use in preparing stationing plans.
- e. AMC:
 - (1) Develops a detailed industrial base expansion plan.
 - (2) Coordinates applicable portions of the plans with FORSCOM for use in preparing stationing plans.
- f. Chief of Engineers:
 - (1) Serves as the proponent for the engineering and housing portion of the mobilization plan.
 - (2) Provides advice, support, and coordination during premobilization planning on engineering and housing matters to MACOMs and installations either directly or through the U.S. Army Corps of Engineers (USACE) division/district organization, as appropriate.
 - (3) Develops plan, in coordination with other MACOMs, for acquisition (including recapture of excessed property and revocation of outgrants) for real estate required for mobilization.
- g. U.S. Army Health Services Command (HSC):
 - (1) Develops, in coordination with other MACOMs, a detailed plan to ensure decentralized execution and delivery of all essential health services to the expanded Army after M-Day for partial, full, and total mobilization.
 - (2) Provides assistance to other commands/activities within the HSC area of responsibility.
- h. Installation mobilization planning:
 - (1) General. Each installation (to include State-operated installations) with a mobilization mission will prepare detailed mobilization plans. An integral part of these plans will be the Mobilization Master Plan (MMP) which will evaluate facilities requirements to support projected loads during full mobilization.
 - (2) *Installation planning.* Installation planning will include housing appendices to the Engineer annex which will—
 - (a) Be based on the installation mobilization missions.
 - (b) Be based on the installation daily loads as computed from the FORSCOM Mobilization Troop Basis Stationing Plan (MTBSP) (U), the TRADOC ARPRINT (U), and the HSC-MP (U).
 - (c) Include detailed plans within the MMP for the maximum utilization of existing facilities and expansion required to support projected loads.
 - (d) Include a cost-estimate of the repair, rehabilitation, and acquisition, to include associated costs, required to accommodate the predetermined loading.
 - (e) Chapter 4 provides details regarding preparation of a housing annex to the Installation Mobilization Plan.
 - (3) *Guidance.*
 - (a) Changes in missions and/or command jurisdictions of installations will be planned only when essential to meet mobilization requirements and will be coordinated with HQDA (DAEN-ZC and DAMO-OD).
 - (b) Headquarters, USACE and the Office of the Assistant Chief of Engineers (OACE) will manage and coordinate acquisition of State-controlled installations with appropriate MACOM and Chief, NGB. The Chief, NGB will keep state authorities informed of plans involving possible use of these installations.
 - (c) Installation expansion will be in consonance with an approved MMP. The MMP will include specific plans for accommodating the expected population surge during M to M + 90 using NIF, teenage, and Army approved expedient construction.
 - (d) Under 'mobilization' conditions, family housing and guest housing programming will be suspended. After need for new construction is reviewed, new construction will be deferred whenever possible.
 - (e) In developing the MMP standards in the United States, use space criteria established in AR 415-50 as

supplemented by OCE. Construction will be based on 'M- Drawing' facilities where designs are available and appropriate; or, theater of operations type construction (AR 45-16) using standards and criteria established in TMs 5-301, 5-302, and 5-303. When neither of the above will provide adequate facilities, local designs may be substituted. All local designs will be reported to CEEC—CE.

(f) Anticipate an increased workload in housing management, particularly with respect to Housing Referral Services (HRS). Rely primarily on existing housing assets, both on and off post. New construction of unaccompanied personnel housing (UPH) either will not occur or will require lead time of I or more years. Therefore, housing needs will be met primarily by increased use of existing housing assets, diversion of family housing units, and other real property facilities, as well as using site facilities, tents, and so forth.

(g) Lease off-post housing facilities. In accordance with AR 50010. Identify, and be prepared to use, privately-owned commercial housing facilities for military use. A predesignated listing of validated properties should be identified and reported to FORSCOM. FORSCOM will maintain and publish a pamphlet listing the predesignated properties as NIF properties for U.S. Army mobilization purposes.

(h) Use minimum adequacy standards, particularly for UPH space, sparingly but as necessary. Commanders may reduce the 72 square foot standard to 54 square feet to meet mission requirements. This may be further reduced to 40 square feet with the approval of the senior medical officer. Use space criteria established in AR 21011, chapter 3.

(i) Give priority for occupancy of family housing to the incumbent family, rather than to the incoming family.

(j) Dependents of a deployed sponsor may voluntarily retain quarters for a minimum of 90 days during mobilization subsequent to sponsor's deployment.

(k) If the installation commander determines that quarters are required to meet the immediate mobilization needs of the installation (after exhaustion of other acquisition efforts) occupants will be advised in writing and given a minimum of 30 days to vacate quarters.

(l) If quarters are not required to meet the immediate mobilization needs of the installation, the commander will permit families to remain in quarters until such time as the quarters may be required.

(m) Dependents of prisoners of war (PW) and families of missing in action (MIA) or missing non-hostile personnel (MNP) may continue to occupy their quarters until their status changes.

(4) *Category classification.* AR 210-50 priorities of assignment to housing apply with the following category classifications:

(a) RC sponsors permanently assigned duties at the installation will be housed using the same AR 210-50 priority as AC members.

(b) RC sponsors assigned to an installation for training and deployment will be encouraged not to bring dependents to the training/mobilization site. Housing support for these personnel will be limited to Housing Referral Office (HRO) assistance for private sector quarters, if a sponsor elects to bring family members to the installation.

(c) Priority '5' housing support will be provided to Department of Defense (DOD) and U.S. State Department evacuee families referred by DHHS during emergency or non-emergency repatriation operations.

(d) Unaccompanied families of military personnel assigned overseas will be housed with priority '6.'

(5) *Furnishings.* Furnishings for family housing requirements may not be stockpiled. Furniture for excepted UPH mobilization loads may be stockpiled.

(6) *Management and resources.* Additional housing management and resource guidance will be issued at the time of mobilization. The thrust of such guidance is expected to be—

(a) Reduce operation and maintenance (O&M) projects to the minimum level necessary to operate housing facilities and preserve them for continued use.

(b) Defer nonessential maintenance and repair (M&R).

(c) Review new construction and modernization projects and identify those which have not been started but should be constructed, those that have not been started and should be delayed, those that have been started and should be completed, and those that have been started but should be cancelled.

(d) Identify construction funds available for other use.

3-3. Installation mobilization and deployment plans

Each installation is required to maintain an installation plan to support mobilization and deployment. These plans must be periodically reviewed and updated to ensure their accuracy and completeness. Housing managers should review the housing appendices to the Engineer Annex of the mobilization plan to ensure they encompass all of the housing areas of responsibility and that major requirements are identified and property coordinated with other staff agencies. Housing plans must not only identify housing policies and procedures but must also identify specific requirements for each area within housing such as family housing (FH), UPH, HRO, guest housing (GH) and furnishings. Balance requirements for use of housing facilities, between FH, UPH and GH and community support housing during mobilization. Divert facilities as necessary to achieve balance.

Chapter 4

Preparation of the Housing Annex

4-1. Administrative requirements and instructions

Each mobilization station will prepare a housing plan to support mobilization. Based on the mobilization mission assigned, a housing annex to the installation mobilization plan should be prepared as outlined in figure 4-1.

Housing Annex To The Installation Mobilization Plan

1. Mobilization Mission.
2. Mobilization TDA.
3. Number of personnel to be housed during mobilization.
4. Unaccompanied personnel housing (UPH) requirements.
5. Temporary duty (TDY) housing requirements.
6. Family housing (FH) requirements.
7. Guest housing (GH) requirements.
8. Plan to balance the requirements for FH, UPH, TDY, and GH, including plan to divert facilities necessary to achieve balance.
9. Relocation assistance plan.
10. Non-industrial facilities (NIF) plan.

Figure 4-1. Sample outline for a housing annex format

4-2. Other special requirements

The housing annex must ensure that each mobilization station can carry out the following installation responsibilities:

- a. Support mobilization and repatriation housing to soldiers.
- b. Provide representation to the Installation Family Assistance Team for housing issues.
- c. Support repatriation operations at a port of debarkation (POD) through the Joint Service Processing Support Team in the following areas:
 - (1) Provide temporary lodging at the POD.
 - (2) Provide installation housing availability data.
 - (3) Provide information about housing availability from other sources (FEMA, HUD, State emergency operation centers, excess housing reports from other DOD installations, NIF and so forth).
 - (4) Coordinate with the district or division engineer for real estate or lease agreements.
 - (5) Notify the responsible DOD installation of evacuees:
 - (a) Programmed to occupy Government housing at their location.
 - (b) Scheduled to occupy private sector housing within a 30-mile radius (or a 1 hour commute) of their installation.
 - (6) Provide family housing data to STARC for repatriates processed into their areas of responsibility.
- d. In OCONUS areas, consideration must be given to problems unique to OCONUS. Such problems include but are not limited to:
 - (1) The installation's Noncombatant Evacuation Operations (NEO) Plan and its effect on housing operations.
 - (2) Coordination with host nation forces for turnover/release of facilities.
 - (3) Provision for using local commercial facilities for such tasks as transporting and storing furnishings and equipment.
 - (4) Provision for using local national employees on an emergency overtime basis.
- e. Housing managers at mobilization stations should ensure that the housing annex of the mobilization plan encompasses all of the housing areas of responsibility, and that major requirements are properly coordinated with other staff agencies. A partial listing of responsible staff agencies is provided below. (See AR 5-3 for other installation staff responsibilities.)
 - (1) Director of Plans, Training and Mobilization (DPTM)mobilization mission.
 - (2) Director of Personnel and Community Activities (DPCA)personnel policy.

- (3) Finance and Accounting Office (FAO)-pay and allowances.
- (4) Director of Engineering and Housing (DEH)-leased quarters contracts, NIF program, utilization of housing assets, assignment of real property, and furniture and furnishings.
- (5) Army Community Service (ACS)--community family support services.
- (6) Director of Logistics (DOL)-tents, cots, rapidly erectible light mobilization structures (RELMS), and so forth.

4-3. NIF for mobilization

a. AR 500-10 outlines DA policy for using NIF for mobilization. The purpose of the program is to assure that existing NIF not under the control of the DOD will be available for military preparedness purposes in the event of mobilization. The program will reduce the DA requirements for new construction to the greatest extent practicable and provide facilities in a minimum period of time in the event of military mobilization.

b. Each Army installation will determine its mobilization requirements for NIF not under Army control needed to support military force levels. Installation commanders will make application for predesignation of NIF in accordance with AR 500-10.

4-4. List of participating agencies

Update the installation MMP to list agencies (address, telephone number, point-of-contact) that support the mobilization housing effort. Support agencies will include the Regional Office of DHHS, the State emergency coordination office, HUD regional office, adjacent DOD installations, FEMA regional offices and the STARC. A list of support agencies for repatriation could, similarly, be included in the Installation Support Book.

Appendix A

References

Section I

Required Publications

Housing managers at MS should have, on hand, MOBPLAN and OPLAN for MACOM which have or will have units on their installations. Those that would typically be required by most installations are—

a. FORSCOM Mobilization and Deployment System (FORMDEPS), Volumes 1, 11, 111, IV and V. Copies may be obtained from HQ FORSCOM, ATTN: AFOP-OM, Fort McPherson, GA 30330-6000.

b. TRADOC Mobilization and Operations Planning System (TMOPS), Volumes I through IV. Copies may be obtained from HQ TRADOC, ATTN: ATTG-P, Fort Monroe, VA 23651-5000.

c. HSC Mobilization Plan. Copies may be obtained from Commander, U.S. Army Health Services Command, ATTN: HSOP-SP, Fort Sam Houston, TX 78234-6000.

d. USAREC Mobilization Plan. Copies may be obtained from Commander, U.S. Army Recruiting Command, ATTN: USARCRO-PP-PL, Fort Sheridan, IL 60037-6040.

e. U.S. Army ROTC Cadet Command Mobilization Plan. Copies may be obtained from Commander, U.S. Army ROTC Cadet Command, ATTN: ATCC-T, Fort Monroe, VA 23651-5000.

Section II

Related Publications

A related publication is merely a source of additional information. The user does not have to read it to understand the regulation.

The references listed below are those that either pertain to mobilization planning or are significant during mobilization. Housing managers should be aware of the content and where possible maintain them on hand.

AR 5-3

Installation Management and Organization

AR 135-210

Order to Active Duty as Individuals During Peacetime

AR 140-145

Individual Mobilization Augmentee Program

AR 210-50

Housing Management

AR 220-10

Preparation for Oversea Movement of Units (POM)

AR 310-49

The Army Authorization Document System (TAADS)

AR 500-5

The Army Mobilization and Operations Planning System

AR 500-10

Emergency Employment of Army and Other Resources Non-industrial Facilities for Mobilization

CINC 4 OPLAN 7040

Land Defense of CONUS (LDC)

CINC 4 OPLAN 7045

Military Support to Civil Defense (MSCD)

DA Pam 360-525

Family Assistance Handbook for Mobilization

Mobilization Plan, HQDA

AMOPS, Vol. III

Chapters 5, 8, and Annex D.

Glossary

Section I Abbreviations

AC

Active Component

AG

adjutant general

AGR

Active Guard/Reserve

AMC

U.S. Army Materiel Command

AMEDD

Army Medical Department

AMOPS

Army Mobilization and Operations Planning System

ARCOM

Army Reserve Commands

ARPERCEN

Army Reserve Personnel Center

CFSC

Community Family Support Command

CONUS

continental United States

CONUSA

continental United States Army

COOP

Continuity of Operations Plans

DA

Department of the Army

DCSPER

Deputy Chief of Staff for Personnel

DHHS

Department of Health and Human Services

DHS

Director of Health Services

DOL

Director of Logistics

EAP

Emergency Action Procedures

FEMA

Federal Emergency Management Agency

FH

family housing

FOA

field operating agency

FORSCOM

Forces Command

GH

guest housing

GOCOM

General Officer Commands

HQDA

Headquarters, Department of the Army

HUD

Housing and Urban Development

HS

home station

HSC

U.S. Army Health Services Command

HRS

Housing Referral Services

HRO

Housing Referral Office

IET

initial entry training

IMA

individual mobilization augmentees

ING

Inactive National Guard

IRR

Individual Ready Reserve

JAG

Judge Advocate General

MACOM

major Army command

MBSAD

mobilization station arrival dates

MIA

missing in action

MMP

Mobilization Master Plan

MNP

missing non-hostile personnel

MOBTDA

mobilization tables of distribution and allowances

MOS

military occupational specialty

MS

mobilization stations

MUSARC

major U.S. Army Reserve Command

M&R

maintenance and repair

NEO

Noncombatant Evacuation Operations

NGB

National Guard Bureau

NIF

Non-industrial facilities

OACE

Office of the Assistant Chief of Engineers

OCAR

Office, Chief, Army Reserve

OCE

Office, Chief of Engineers

ODCSPER

Office of the Deputy Chief of Staff for Personnel

OPCON

operational control

OPLAN

operations plan

OTSG

Office of the Surgeon General

O&M

operation and maintenance

PCS

permanent change of station

PERSCOM

Total Army Personnel Command

POD

port of debarkation

PW

prisoner of war

RC

Reserve Component

RELMS

rapidly erectible light mobilization structures

ROTC

Reserve Officer Training Corps

STARC

State Area Commands

TDA

tables of distribution and allowances

TDY

temporary duty

TOE

tables of organization and equipment

TRADOC

U.S. Army Training and Doctrine Command

TTHS

trainee, transient, holdee, student

UPH

unaccompanied personnel housing

USACE

U.S. Army Corps of Engineers

USAR

U.S. Army Reserve

USMA

U.S. Military Academy

Section II**Terms**

This section contains no entries.

Section III**Special Abbreviations and Terms**

This section contains no entries.

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